

Board of Directors Meeting
Friday, September 27, 2013
1:00 pm – 2:30 pm
Teleconference

Call-in:

TOLL FREE 1.877.394.5901

LOCAL 416/905 416.645.1179

PARTICIPANT CODE: 9243517#

MEETING AGENDA

	Name	Region/College	Term	
1.	David Belford President	West, Fanshawe	2011	2014
2.	Chantal Thiboutot, Vice President	East, La Cité Collégiale	2011	2014
3.	Riley Burton, Secretary	North, Confederation	2011	2014
4.	Alanna McDonnell Treasurer	East, Algonquin	2011	2014
5.	Rick Helman Past President	East, Loyalist	2009	2013
6.	Bridget Woodcock	Central, Humber	2012	2015
7.	Greg Murphy	East, Durham	2012	2015
8.	Krista Pearson	North, Sault	2012	2015
9.	Jane Cooper	West, Mohawk	2012	2015
10.	Kristi Harrison	Central, Centennial	2013	2016
11.	Celina Mantler	North, Cambrian	2013	2016
12.	Kelly Murry-Scott	West, Lambton	2013	2016
<i>Resource</i>				
13.	Diane Posterski	Executive Director		

Agenda Item #	Agenda Item	Resources
1.	1:00 pm Welcome Chair: Dave Belford	
2.	1:05 pm Approval of the Agenda (Motion to approve)	Agenda
3.	Approval of the Meeting Minutes of June 23, 2013 (Motion to approve)	Draft Minutes
4.	1:15 pm Membership Policy statement (<i>Diane</i>) Review draft statement & discussion. Tabled at last meeting due to time.	Draft Policy statement
5.	1:30 pm Updates: These are largely FYI items and should be read in advance, with your questions ready. <ul style="list-style-type: none"> • Financial Update (Alanna) • Membership Update (Diane) • Committee Reports (Chairs) 	<ul style="list-style-type: none"> • Finance Report • Membership Report • Committee Reports
6.	2:00 pm Strategic Priorities (Dave) The goal is to confirm strategic priorities for 2013/14. A business plan will be confirmed at November meeting.	Background material: <ul style="list-style-type: none"> • Draft Business Plan update Sept. 2013 • Gap analysis/notes from Executive meeting • Draft "Road Map" for member engagement
7.	2:25 pm Administration: <ul style="list-style-type: none"> • Confirm next meeting week of November 25 2:30 pm Adjournment (Motion)	

Draft Meeting Minutes

	Name	Region/College	Term	
1.	Rick Helman President	East, Loyalist	2009	2013
2.	David Belford Secretary	West, Fanshawe	2011	2014
3.	Bridget Woodcock Treasurer	Central, Humber	2012	2015
4.	Alanna McDonell	East, Algonquin	2011	2014
5.	Greg Murphy	East, Durham	2012	2015
6.	Riley Burton	North, Confederation	2011	2014
7.	Krista Pearson	North, Sault	2012	2015
8.	Jane Cooper	West, Mohawk	2012	2015
<i>Incoming Board members (non-voting)</i>				
9.	Kristi Harrison	Central, Centennial	2013	2016
10.	Celina Mantler	North, Cambrian	2013	2016
11.	Kelly Murray-Scott	West, Lambton	2013	2016
<i>Resource present</i>				
12.	Diane Posterski	Executive Director		
13.	Bill Swan	Communications Consultant		
<i>Regrets</i>				
	Chantal Thibout, VP	East, La Cité Collégiale	2011	2014
	Susan Atkinson	Central, Sheridan	2010	2013
	Chris Fliesser	West, Fanshawe Retiree	2010	2013
	Rob Kardas	West, Lambton	2010	2013

Agenda Item #	Agenda Item
Sunday, June 23, 2013 9:00 pm	
1.	Call to Order/Introductions Chair: Rick Helman, President
2.	Approval of the Agenda <u>Motion to approve the Agenda as circulated.</u> Moved: Krista Pearson Seconded: Jane Cooper Carried
3.	Approval of the Meeting Minutes of May 15, 2013 <u>Motion to approve the Meeting Minutes of May 15, 2013</u> Moved: David Belford Seconded: Alanna McDonell Carried
4.	President's Report – <i>Rick Helman</i> With notice that Rick would be stepping down as president, Rick offered his remarks about the progress that OCASA has made, highlighting the following: <ul style="list-style-type: none"> • Membership continues to be focus – mandate used to be reaching 50% membership rate, but now credibility and influence has been attained with less than 50% membership • Looking at increasing resources to members • Good to see new energy on the board • Acknowledged that value in relationship with Colleges Ontario (Linda Franklin) and College Employer Council (Don Sinclair) and many college presidents • Early formation of OCASA was around Social Contract era; many OCASA predecessors have helped to vision and build OCASA into what it is today. ‘ • Volunteers on board has been significant and through changing times. • Acknowledged the hard work and contribution of OCASA's only part-time staff member, Ronda Wicklam • Final comment: OCASA is making a difference

5.	<p>Strategic Directions – <i>Dave Belford</i></p> <p><i>David offered a framework in a PowerPoint to lead the discussion about member value and strategic directions.</i></p> <p>Discussion: This discussion started what would continue the following day with the college reps, and is well documented there. Items covered in this portion included:</p> <ul style="list-style-type: none"> • What are the best practices around membership at our “strong” colleges? • Value of local ASA/ the need for a local champion • Need for someone at college with “position” to support OCASA • Value of PD • Access to senior management/consultation • Value of sharing best practices between managers • ‘OCASA’ name is similar to other associations that are more “union-like” • Each local association might determine their own brand/image • Value of research/data that OCASA can share with partners • Connections: learn, lead & grow <p>Key themes: what is our message? Who is giving it? Value of local presence; association name; value of system-wide exposure.</p>
6.	<p>Adjournment until next morning, Monday, June 24, 2013</p> <p><u>Motion to adjourn until the next morning, Monday, June 24 at 9:00 am.</u></p> <p>Moved: Greg Murphy Seconded: Krista Pearson Carried</p>
Monday, June 24, 2013 9:00 am	
7.	<p>Call to Order/introductions & welcome of college representatives Chair: Rick Helman, President</p>
8.	<p>Membership: <i>Diane Posterski & Dave Belford</i></p> <p>Membership Update/Trends: Diane provided a membership report along with association trends in membership (Appendix 1).</p> <p>Table groups followed a discussion of what is the OCASA value to members, and how might we increase it. Discussion notes were collected and would be summarized for the Board’s next meeting.</p>
9.	<p>Adjournment until Tuesday, June 25, 2013</p> <p>Motion to adjourn: Moved: Bridget Woodcock</p>

Tuesday, June 25, 2013 8:45 am	
10.	<p>Appointment of officers</p> <p>Resolved that the following be and they are hereby appointed officers of the Corporation to hold such offices at the pleasure of the Board, to perform such duties as are prescribed by the bylaws of the Corporation and to perform such duties as many from time to time be required of them:</p> <p>President: David Belford Vice President: Chantal Thiboutot Secretary: Riley Burton Treasurer: Alanna McDonell</p> <p>Moved: Jane Cooper Seconded: Greg Murphy Carried</p> <p>This resolution will be signed by all board members and will be included in the Minutes book.</p>
11.	<p>Motion to adjourn</p> <p>MOTION: That the meeting be adjourned. Moved: Alanna McDonell Seconded: Bridget Woodcock Carried</p>

Membership Data May 1 , 2012 - May 15, 2013

COLLEGE	New members	Expired members	Net new members	# New Hires	Net paying members	Total members	% Membership
Algonquin College	7	6	1	2	-1	87	56%
Cambrian College	6	4	2	5	-3	42	68%
Canadore						8	31%
Centennial College	6	5	1	3	-2	41	30%
Collège Boréal	1	0	1	0	1	2	3%
Conestoga						1	1%
Confederation College	7	8	-1	1	-2	44	64%
Durham College	5	0	5	2	3	24	28%
Fanshawe College	4	6	-2	0	-2	57	44%
Fleming College	4	2	2	2	0	16	26%
George Brown College	8	7	1	2	-1	63	34%
Georgian College	11	6	5	1	4	53	42%
Humber						21	8%
La Cite						29	45%
Lambton College	4	2	2	3	-1	17	53%
Loyalist College	3	6	-3	1	-4	27	55%
Mohawk College	3	3	0	2	-2	30	26%
Niagara College	1	4	-3	1	-4	19	22%
Northern College	2	2	0	2	-2	19	66%

Membership Data May 1 , 2012 - May 15, 2013

COLLEGE	New members	Expired members	Net new members	# New Hires	Net paying members	Total members	% Membership
Sault College	2	0	2	1	1	14	31%
Seneca College	7	5	2	3	-1	38	22%
Sheridan College	5	0	5	2	3	27	15%
St. Clair						3	5%
St. Lawrence College	7	0	7	5	2	37	67%
	93	66	27	38	-11	719	

- Therefore, with 719 total members, 38 New Hires (complimentary) we have just 681 paying members.
- Our 2013 budget is based on 700 paying members.

Board Meeting with college reps
Monday, June 24, 2013
Notes & "Formulation"

What resources do we need, based on notes below?

Marketing/communications – brand awareness amongst membership. Review of website.

Product development: mentoring; buddy; new manager on-boarding; member directory ("blue book" – who are the experts?)

Product/Service	Member value/gain	Key value/brand	What's the message?	Committee/Board assignment/Resources
Professional development: <ul style="list-style-type: none"> • conference sessions • online courses • webinars 	Verifiable PD <ul style="list-style-type: none"> • certificate of completion for PD portfolio as part of performance plan • might be applicable to other associations' requirements for PD credits 	Support for professional advancement		PD Committee or Member Engagement? Should we research this a bit? Or just promote it accordingly, and OCASA office build this in to every PD offering.
Legal services: free two hour consultation; privately accessed and confidential	Access to legal advice, uniquely experienced in addressing employment matters for Ontario college managers, including matters of legislative compliance; harassment; workplace restructuring; termination/constructive dismissal; retirement packages and LTD.	Professional support when legal complexities emerge.		Communications/Marketing: Reframe information on website; Put together a reference card/brochure?

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Product/Service	Member value/gain	Key value/brand	What's the message?	Committee/Board assignment/Resources
	Respecting your privacy and your professionalism.			
Sponsor and Voting member on CAAT Pension Plan	Unique benefit to those interested in the strength and longevity of their pension plan. Only members of OCASA have a true voice in plan design and funding policies. OCASA represents its members on the Sponsors' Committee, and also provides value on the Board of Trustees	Representation: CAAT Pension	Only members of OCASA have a true voice in plan design and funding policies. OCASA represents its members on the Sponsors' Committee, and also provides value on the Board of Trustee.	Communications
Provincial network	Access to administrators in 24 colleges, in an experienced network committed to sharing best practices, mentoring, and excellence in college management and leadership. Collegiality. The best of college leadership.	Experienced provincial network.	Access to experience, best practices, and best leadership.	Communications/marketing
Member-driven	Leadership and	Professional support	Opportunities for	

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Product/Service	Member value/gain	Key value/brand	What's the message?	Committee/Board assignment/Resources
committees and working groups	development opportunities for those who are passionate about expanding their knowledge base and building their career; or for those experienced leaders who are interested in giving back.	and development – becoming more competent.	increasing your network, your knowledge base, and your leadership capability. Becoming better in your job.	
Excellence Awards	Peer recognition for excellence in leadership brings value to the profession	Professional recognition.	Recognition for the exceptional role that college administration plays in student success, every day.	Communications/marketing Awards.
Member Board	Largely a grass roots organization, members have influence. Responsive to member needs and wants, in a timely manner.	Member-driven, responsive.	OCASA is your community, responsive to your needs and wants for professional support.	
Representation (ACC)	Credible representation with a history of positive influence and significant outcomes for college administration – pension policy; compensation plan and insured	Credibility, integrity and professionalism ensure strong representation on matters members have little time to consider, yet receive	Pay equity: ensuring this legislation was not compromised with compensation program; re-earnables:	Working group to put together history of achievements: see below

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Product/Service	Member value/gain	Key value/brand	What's the message?	Committee/Board assignment/Resources
	benefits. With a record of informed and data-supported representation, and a commitment to valued consultation, OCASA has the ear of CoP, Colleges Ontario and College Employer Council.	significant value from. Representation when it matters, and with the right audience. Always respectful, always meaningful.	ensuring your salary goes to the base each year, and is pensionable, not just annual bonuses; Pension sponsorship: since 2000, ensuring that college administrators have their unique voice on pension plan design, funding policies, and contribution rates. What	
Local association	Local Administrative Staff Associations provide added professional development support and networking, as well as representation and consultation for senior executive management	Collegiality	Collegiality that encourages and improves informed collaboration and sharing of practice across all sectors of the college.	Board debate – see below

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What could we be doing better? Other ideas...

Idea	What next?		
Buddy system	Invite members to be "buddies", and set up with new members right away.	How many, what requirements? Does it matter what areas they come from? Step 1: buddy (phone calls, check in, orient web site, set up protocol) Step 2: mentor (systematic relationship) All part of an on-boarding program?	
Complimentary membership	Where are we with numbers and growth? Paying and non-paying?		
Better articulate what you get as a paying member	Provide products/services with emphasis on value to member	Build awareness campaign with membership. Goal: we have ambassadors in our members	Awareness campaign – communications/marketing
Need buy-in and support from senior management	Identify those already in support, and leverage what that means locally and provincially.	Continue with CoP – set up presentation on agenda	
Better articulate OCASA's history of achievements		Put together a "CV" for OCASA Research with Bill/Don Forrest. Create for distribution.	
Listserve/member directory of expertise ("blue book")		Promote directory with "blue book" concept (i.e. whose the coaching expert, project	

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		management, etc.). maybe work college by college in getting it done.	
Improve timing of and marketing of conference to be ahead of budgets.		Fall promotion by early November.	
Orientation for new managers, especially external hires	Online resources, where OCASA is the go-to for great orientation.	Continue to develop online resources for new managers (open space? Get examples to replicate) Develop on-boarding program overseeing this.	
Certification path for competencies	Need to do more work on visioning online courses...		
Re-articulate "advocacy" with "representation" – less "union-like" in language, but still strong in purpose	Review mission statement		Board agenda
Articulate the "responsibility" side of membership – betterment of the profession, and the college sector. Ensuring best practice in employee relations.	Communications?		
Build on local ASA events by inviting regional college membership to join an event	Include in ASA resources – work with colleges for an annual plan; partner/buddy established college ASAs with those that aren't established?		
Improve/increase communications about value	Develop a package and timeline for local		

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of OCASA; share with <u>all</u> admin; provide "tips" to promote OCASA to local reps	communications; emails that reps can use with their admin		
Visits by OCASA (ED, Executive) to college presidents, HR			
Offer <u>unique</u> PD	???		
OCASA is not a union – what expectations should members have?	Define what representation looks like.	Board agenda	
Publications – should all admin get CA?	Debate this more on Board to confirm direction on this matter	Board agenda	
Should membership of local be part of OCASA sell? Does it make sense? Should local affiliation be separate? Local can bring networking, PD, socializing and voice to senior admin.			
Invite senior management to OCASA info session	Could we build this into the conference? Offer online option?		
Communicate best management practices at each college	Is there a way to invite and build this?		
All members have core competencies – (go through tutorials?) – i.e. interview skills?			

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There was some discussion about the term, "advocacy". Is it a confrontational term that implies "against"?

Concern was raised that we don't just consult, and provide research, that we ought to be doing more to represent the interests of members. The term, "representation", was deemed to be appropriate, still allowing for advocacy, but with a more palatable expression.

There was also discussion about the fact that college presidents often express support, but that further down the ranks that support is not extended.

There was discussion about communicating member value to potential members.

Real value of OCASA is that it uniquely offers the full array of administrative functions in one organization. Where else do you go to connect with other types of admin?

Image: "OCASA members are the best managers in the college system. They work to make the whole system better for no personal gain or recognition at their own college = they are all true leaders!" (Don Young)

Demonstrate the value to Senior management/HR:

How can OCASA work as a partner at the college level? Past examples of working hand in hand with senior management/HR in communicating or making difficult changes within a college?

Membership Policy

This policy allows OCASA to be responsive to a changing environment concerning membership categories. Members as defined in the Bylaws have full voting privileges. Other categories shall not be considered Members of the Corporation, unless approved by membership and included in the Bylaws. However, they may enjoy certain privileges akin to those enjoyed by the Members as may be determined by the Board from time to time, provided however that in no case shall such categories be entitled to vote.

The following categories shall be extended:

- 1. Associate Level** in OCASA shall be open to administrative employees:
 - a. in publicly funded Canadian colleges and institutes that do not fall under the OCAAT system but share common interests in professional development, research and employee advocacy;
 - b. administrators working in organizations that are directly linked to the OCAAT sector; or persons who are included as members of the OCAAT pension plan.


The Executive Committee shall determine eligibility for an Associate on a case by-case basis. Unless determined otherwise by the Board, Associates are entitled to receive notice of and to attend meetings of Members.

These Associates shall enjoy all member privileges, with the exception of voting. The entrance fee shall be set by the Board each year.

- 2. Retiree Level** for the purposes of this policy statement is open to all administrative employees who were formerly employed at an OCAAT or a Canadian publically funded college and who are now retired and who would have been eligible for membership in the Corporation when they were last employed at such institution. Unless determined otherwise by the Board, Retirees are entitled to receive notice of and attend meetings of Members. Retiree members are eligible to be Directors of the Corporation only in accordance with the provisions of Article 9.

The entrance fee shall be set by the Board each year.

The method for admitting an Associate or Retiree or other established category of non-voting interests shall be in the manner determined by the Board from time to time.

ONTARIO COLLEGES ADMINISTRATIVE STAFF ASSOCIATION (OCASA/APACO)						
		2013 Approved Budget BREAKEVEN	YTD AUGUST 31 2013	YTD Budget	Variance	FORECAST TO YEAR END DEC 31 2013
		Fee: \$290				
REVENUES						
	Paying Members	699	665	665	(34)	665
1	Memberships	202,738	127,969	135,159	(7,190)	191,954
2	Retiree Members	500	276	333	(57)	500
3	Interest Income					
4	Annual PD Conference:	43,750	47,448	43,750	3,698	47,448
i	Registrations	33,750	39,290	33,750	5,540	39,290
ii	Sponsorships	10,000	8,158	10,000	(1,843)	8,158
5	"College Administrator" Magazine	6,000	2,650	2,650	0	5,300
6	Other revenues:	5,750	2,772	3,833	(1,061)	5,250
i	CHERD revenues	1,500	-	1,000	(1,000)	750
ii	Annual Sponsorships / web advertising/ magazine advertising	4,000	2,772	2,667	106	4,000
iii	Johnson Insurance Admin. Revenues	250	-	167	(167)	500
Total Revenues		\$ 258,738	\$ 181,115	\$ 185,725	-\$ 4,610	\$ 250,451
EXPENSES						
Member Support, Services and Development						
7	Provincial Representation:	5,550	1,554	3,700	2,146	4,102
i	ACC/OCASA	1,500	216	1,000	784	750
ii	CAAT Pension	500	158	333	175	300
iii	Insured Benefits Cttee/	1,500	78	1,000	922	750
iv	Retiree Benefits Cttee	300	-	200	200	300
						Move to teleconferencing more often.
						Local representation

	v	CollegesOntario Conference	1,500	1,102	1,000	(102)	1,802	Diane attending two days, not premier's banquet: Dave's travel and accommodation
	vi	Other (OCRA)	250	-	167	167	200	
8	Member Services:		20,750	13,910	13,833	(77)	21,170	
	i	Legal Consultations	12,000	7,876	8,000	124	12,000	
	ii	Excellence Awards	750	670	500	(170)	670	
	iii	Members' Bursary	2,000	1,500	1,333	(167)	2,000	
	iv	Research	1,000	203	667	464	500	
	v.	Website/Technology	5,000	3,661	3,333	(328)	6,000	
9	Professional Development:		45,650	38,650	44,017	5,366	39,880	
	i	Annual PD Conference	40,750	36,880	40,750	3,870	36,880	
	ii	Members	3,000	1,194	2,000	806	2,000	Mentoring program development
	iii	Staff and Board	1,900	576	1,267	690	1,000	Diane conference & Ronda courses
10	General Meetings:		11,658	7,964	11,658	3,694	7964	
	i	Annual Business Meeting	11,658	7,964	11,658	3,694	7,964	overnight required for Board, and some college reps
	ii	August Board Meeting	0	-	-	0	0	
11	Recruitment:		7,000	5,495	4,667	(829)	8,500	
	i	College Visits	2,000	1,666	1,333	(332)	2,500	Northern colleges still to come fall 2013
	ii	Recruitment Fund Grants	3,000	1,410	2,000	590	4,000	suggesting more funds be available right now if needed
	iii	Recruitment materials/products	2,000	2,420	1,333	(1,087)	2,000	
	iv							
12	Other Marketing/Communication		19,775	7,625	13,183	5,558	14,750	
	i	Communications Consultant	3,000	-	2,000	2,000	1,000	Anticipated use of general consultant
	ii	College Administrator Magazine	14,275	6,871	9,517	2,646	12,000	
	iii	Translation Services - general	1,500	104	1,000	896	750	some website work is due
	iv	Other (Design)	1,000	650	667	17	1,000	
	TOTAL Member Support, Services and Development		110,383	75,199	91,058	15,859	96,366	
	Office and Administration:							
		<i>Executive Director (Sal&Ben)</i>	99,905	65,619	66,603	984	99,905	
		<i>Administrative Support</i>	20,000	14,284	13,333	(951)	21,000	
		<i>CRA</i>	5,000	4,403	3,333	(1,070)	6,000	
	i	<i>Office personnel</i>	124,905	84,307	83,270	(1,037)	126,905	
	ii	Premises Costs (includes ins)	10,400	7,003	6,933	(69)	10,700	10% increase in rent starting October.
	iii	Bank Services	1,600	1,529	1,067	(462)	1,700	
	iv	Telecommunications	4,200	2,875	2,800	(75)	4,200	

	v	Professional Fees (Legal; Audit)	3,500	6,558	2,333	(4,224)	6,558	legal fees for bylaw amendments for new Corporation Act were higher than expected
	vi	Postage/Courier	1,000	613	667	53	1,000	
	vii	Printing	250	233	167	(66)	250	
	viii	Travel Misc.	500	152	333	182	250	
	ix	Supplies and Other	1,500	454	1,000	546	1,000	
	x	Furniture / Equipment	0	-	-	0	0	
		Telephone system						
		furniture						
		Sound equipment						
	xii	Miscellaneous	500	168	333	165	500	
14	Committees:							
	TOTAL Office and Administration		148,355	103,891	98,903	(4,987)	153,063	
	TOTAL Expenses		258,738	179,090	189,961	10,871	249,429	
	NET IMPACT on RESERVES		\$ -	\$ 2,025	-\$ 4,236	\$ 15,481	\$ 1,023	
					Opening Surplus 2012	\$ 26,487		
					2012 surplus	\$ 5,055		
					Opening Surplus 2013	\$ 31,542	13% annual operating budget	

Membership Data May 1 , 2012 - May 15, 2013
UPDATED SEPT. 27, 2013

COLLEGE	New members	Expired members	Net new members	# New Hires	Net paying members	Total members** JUST UPDATED TOTALS COLUMN FOR SEPT. 27	% Membership
Algonquin College	7	6	1	2	-1	87+2	56%
Cambrian College	6	4	2	5	-3	42-1	68%
Canadore						8+1	31%
Centennial College	6	5	1	3	-2	41+1	30%
Collège Boréal	1	0	1	0	1	2	3%
Conestoga						1	1%
Confederation College	7	8	-1	1	-2	44+3	64%
Durham College	5	0	5	2	3	24+1	28%
Fanshawe College	4	6	-2	0	-2	57	44%
Fleming College	4	2	2	2	0	17	26%
George Brown College	8	7	1	2	-1	63+3	34%
Georgian College	11	6	5	1	4	53-7	42%
Humber						21	8%
La Cite						29-1	45%
Lambton College	4	2	2	3	-1	17	53%
Loyalist College	3	6	-3	1	-4	27	55%
Mohawk College	3	3	0	2	-2	30-2	26%
Niagara College	1	4	-3	1	-4	19-1	22%

Membership Data May 1 , 2012 - May 15, 2013
UPDATED SEPT. 27, 2013

COLLEGE	New members	Expired members	Net new members	# New Hires	Net paying members	Total members** JUST UPDATED TOTALS COLUMN FOR SEPT. 27	% Membership
Northern College	2	2	0	2	-2	11-2	66%
Sault College	2	0	2	1	1	14	31%
Seneca College	7	5	2	3	-1	38+2	22%
Sheridan College	5	0	5	2	3	27-3	15%
St. Clair						3	5%
St. Lawrence College	7	0	7	5	2	37-1	67%
	93	66	27	38	-11	719	

*Committee Work updates
September 19, 2013
Board of Directors*

COMMITTEE	CHAIR	STRATEGIC ALIGNMENT	KEY SUCCESSES/UPDATES	ISSUES FOR DISCUSSION/Notes
BOARD COMMITTEES				
Executive Committee	Dave Belford		<ol style="list-style-type: none"> 1. Met for their first meeting Sept. 13. 2. Provided direction for the Board agenda and strategic/business plan discussion. 	Next meeting: October/November
Mentorship Steering Committee (sub-committee of PD)	Interim: Diane Posterski	<ul style="list-style-type: none"> • Leadership • Professional Excellence 	<ol style="list-style-type: none"> 3. The mentoring course which had been developed in the spring did not run due to low enrolment. 4. Diane met with HRP- Ottawa Chapter to learn from their mentoring program, which has some parallels. A proposal based on Diane's guidance from this meeting will be discussed with the Mentoring Committee Sept. 30 	Next meeting: Sept. 30
Member Engagement	Riley Burton	<ul style="list-style-type: none"> • Community Building • Sustainability 	<ol style="list-style-type: none"> 1. Fall webinar series is confirmed. The committee will be working on the Winter/spring program and reviewing other ideas raised by members at the June conference. 	Next meeting: Sept. 20
Finance/Audit	Treasurer: Alanna McDonell	<ul style="list-style-type: none"> • Sustainability 	<ol style="list-style-type: none"> 1. No Finance Committee meeting yet. 	Still need to explore non-dues revenue. New sponsor in works with OEM
Governance	Dave Belford	<ul style="list-style-type: none"> • Sustainability 	<ol style="list-style-type: none"> 1. No meeting planned. 	Completed work on bylaws.
STAFF COMMITTEES				
Conference Planning	Diane Posterski	<ul style="list-style-type: none"> • Leadership, • Professional 	<ol style="list-style-type: none"> 1. New committee is formed and has met twice. 	Working to confirm keynote/plenary sessions.

*Committee Work updates
September 19, 2013
Board of Directors*

COMMITTEE	CHAIR	STRATEGIC ALIGNMENT	KEY SUCCESSES/UPDATES	ISSUES FOR DISCUSSION/Notes
		excellence • Community building		
Awards Committee		• Professional excellence • Community building	1. Successfully gave out awards at conference, with slightly revised Doug Light Award. 2. Nomination packages have been reviewed and revised to encourage nominations.	Chair has been Susan Atkinson but she is no longer on the Board. She will continue on the committee if another Board member will chair.
Editorial Board	Interim: Diane Posterski	• Leadership • Professional excellence • Community building • Advocacy • Sustainability	1. Great discussion about turning “College Administrator” into the information and news hub/brand for OCASA, moving to a digital platform. 2. Fall issue is well underway, ready for the publisher at end of September. Focus is on career development.	<i>In this issue:</i> <ul style="list-style-type: none"> • <i>Howard Rundle interview</i> • <i>HR Directors engaged for interview preparedness article</i> • <i>Executive Search Firm/Career Corner</i> • <i>Legal: career transitions</i> • <i>CMU research article</i> • <i>OECD collaborative best practice</i> • <i>Member profile: Carolyn Hepburn, Sault College</i>
Research Working Group	Diane Posterski	• Leadership • Professional excellence • Community building • Advocacy Sustainability	1. Carry over...Education profile survey and report completed. 2. This group is due for a meeting again.	Discussion now focuses on next steps in response to survey results. How do we help members learn more about educational pathways and support them in this undertaking? Who should work on this?

Strategic Priorities

Guided by our values and driven by our mission, OCASA is committed to five Strategic Priorities.

Strategic Priorities	Leadership	Professional Excellence	Community Building	Advocacy	Sustainability
Goals	Critical discourse on relevant issues positively influences the system.	The system embraces administrative excellence as a core value.	OCASA's active professional community is representative of the provincial administrative group.	The system recognizes the value and professional contributions of administrative staff at all levels.	OCASA provides exceptional member value that is supported by social, economic and environmental responsibility.
Strategies	<ul style="list-style-type: none"> • Create forums for critical discourse • Identify key areas for leadership opportunities • Invite stakeholders to engage in discussion 	<ul style="list-style-type: none"> • Support, encourage and develop opportunities for professional growth • Promote programs that are accessible system-wide • Develop and identify avenues that encourage and support a professional network (i.e. sharing of best practices) 	<ul style="list-style-type: none"> • Build awareness of OCASA's value within the college system • Encourage and support local Administrative Staff Associations • Build collaborative relationships with senior management at colleges 	<ul style="list-style-type: none"> • Develop external partnerships that enhance professional excellence • Identify and provide an informed voice on key advocacy issues 	<ul style="list-style-type: none"> • Ensure member services provide high value and are easily accessible • Commit to highest ethical and professional standards for board, staff and members • Establish policies and procedures that ensure sound business practices • Build environmental principles into business plans and operations

Strategic Priority	Leadership			
Goal	Critical discourse on relevant issues positively influences the system.			
Strategy	Activity	Responsibility/ Notes	Tasks:	Board Input
<ul style="list-style-type: none"> • Create forums for critical discourse 	1. Review interest in peer mentoring/learning circles/thought leadership discussion groups as indicated at conference.	Member Engagement Working Group	Could be through web meeting space, regional opportunities (GTA Chairs are working on something); LinkedIn.	
<ul style="list-style-type: none"> • Identify key areas for leadership opportunities 	2. <i>Carry over from 2012: Find out what members are doing that is cutting edge, innovative, leading. Explore opportunities to showcase this and engage members/stakeholders.</i>		How can we identify key leaders/innovators in the system? Conference planning did incorporate this for 2013 conference (Lane Trotter).	
<ul style="list-style-type: none"> • Invite stakeholders to engage in discussion 	3. Linda Franklin Webinar October 2013 (Changing Landscape). 4. HR Directors invited to contribute to Fall issue of CA (interview preparedness) 5. Linda Franklin, Don Sinclair, Derek Dobson attend and speak at annual conference.			

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Strategic Priority	Professional Excellence			
Goal	The system embraces administrative excellence as a core value.			
Strategy	Activity	Responsibility/ Notes	Tasks:	Board Input
<ul style="list-style-type: none"> Support, encourage and develop opportunities for professional growth 	1. Explore & develop Mentorship Program (from 2012)	PD Committee/ Mentoring Committee	New proposal being reviewed by mentoring committee end of September.	
	2. Develop more Career support resources and connections			
<ul style="list-style-type: none"> Promote programs that are accessible system-wide 	3. Offer monthly OCASA Webinars on relevant issues	Member Engagement Working Group	Already booked three legal and two system webinars (Linda Franklin & Lane Trotter)	
	4. Certification/On-line learning	PD/Certification Committee	Fall course has been confirmed; working on Winter/Spring courses.	
	5. <i>Carry over from 2012: Provide links to other relevant events/webinars/resources</i>	Board/ members	Can we generate engagement of members by sharing links, especially for newer hires?	
<ul style="list-style-type: none"> Develop and identify avenues that encourage and support a professional network (i.e. sharing of best practices) 	6. <i>Carry over from 2012: Explore regional events</i>	Executive Director/members	Surveying GTA chairs for continued networking event (following conference)	
	7. <i>Carry over from 2012: Identify networking "tool" that will work for OCASA members. 2013: Develop a plan that encourages members to engage the member network for expertise, advice, connection.</i>	Member directory is now online, with limited updating and usage. Need a plan to drive access.		

Strategic Priority	Community Building			
Goal	OCASA's active professional community is representative of the provincial administrative group.			
Strategy	Activity	Responsibility/ Notes	Tasks:	Board Input
<ul style="list-style-type: none"> • Build awareness of OCASA's value within the college system 	<ol style="list-style-type: none"> 1. Develop a plan/campaign for members & non-members that builds brand awareness and identity. 2. COLLEGES 101 (New Hires): Continue to build this program – A New Hires welcome team to welcome and provide a buddy to new hires would be helpful. 3. Recruitment campaign beyond New Hires. Provide customized plans for key colleges. 	Who should do this?	Will need to review existing communications. Need strong recruitment resources. Volunteers to help with on-boarding of new members.	
<ul style="list-style-type: none"> • Encourage and support local Administrative Staff Associations 	<ol style="list-style-type: none"> 1. Continue to Revamp best practices and “minimum” practice for an active ASA; build website presence of ASAs on OCASA site. 	ED/Board	Continue to Develop individual college website pages on OCASA site and find linkages between ASAs (have started with George Brown)	
	<ol style="list-style-type: none"> 2. Continue to provide regular (every 2-3 months) conference calls for college reps, and develop connections between ASAs. 	ED/President		

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<ul style="list-style-type: none"> • Build collaborative relationships with senior management at colleges 	3. <i>Ongoing...</i> Develop communications with senior leadership teams – provide “information” to them; communicate value to them.	ED/Board to determine research areas? In past we did education profile which they valued. What else can we do?	Research Working/ED
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Strategic Priority	(2012 Advocacy) – 2013 Representation ??			
Goal	The system recognizes the value and professional contributions of administrative staff at all levels.			
Strategy	Activity	Responsibility/ Notes	Tasks:	Board Input
<ul style="list-style-type: none"> • Develop external partnerships that enhance professional excellence 	1. <i>Ongoing...</i> Develop sponsorships that support the work of OCASA and its members. <i>In conversation with OECM Sept. 2013</i>	Finance/Board	Identify potential alliances/sponsorships	
	2. <i>Carry over from 2012:</i> Develop a framework for supporting academic pathways of members	PD Committee / Member engagement?	Develop a web-based framework drafted by the Currents Group – web materials to help guide people’s search/and make connections	
<ul style="list-style-type: none"> • Identify and provide an informed voice on key advocacy/ representation issues 	3. Need to identify goals for 2013/14.	Board	Board discussion to identify issues/ areas of research.	

Strategic Priority	Sustainability			
Goal	OCASA provides exceptional member value that is supported by social, economic and environmental responsibility.			
Strategy	Activity	Responsibility/ Notes	Tasks:	Board Input
<ul style="list-style-type: none"> • Ensure member services provide high value and are easily accessible 	1. Ongoing....Annual membership survey Last year: Focused on specific survey for education profile, and one for new hires/members.	Research Working Group? Member satisfaction survey/awareness survey has not been conducted in a long time.		
	2. Ensure evaluation/feedback is built in to all programs (e.g. webinars)	ED		
<ul style="list-style-type: none"> • Commit to highest ethical and professional standards for board, staff and members 	3. <i>Ongoing</i> : Review and update governance policies	Governance Committee		
	4. <i>Ongoing</i> : Promote statement of professionalism to members.	ED/Communications		
	5. <i>Ongoing</i> : Review of Executive Director position, updating job description and reviewing compensation plan.	Executive		
	6. <i>On going</i> : Provide evaluations for Board meetings.			

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<ul style="list-style-type: none"> • Establish policies and procedures that ensure sound business practices 	<p>7. <i>Ongoing:</i> Develop financial plan that builds reserves</p>	<p>Finance/Audit Committee</p>		
<ul style="list-style-type: none"> • Build environmental principles into business plans and operations 	<p>8. <i>Carry over from 2012:</i> Develop policy statement that is engaged by all committees in their planning.</p>	<p>Board</p>		

Discussion: Strategic Imperatives

We have a strategic plan, we have committees/working groups working on initiatives, but we are lacking focus for what we want to achieve this year, and what is imperative to keep OCASA moving forward.

The following backgrounds provides some basic considerations for discussion purposes to clarify what we take to the Board meeting.

Some Basics about membership:

- Value proposition is key
 - What do we offer? Niche market is key
- Communication about that value proposition is key (what is our plan)
 - Identify our key segments
 - Identity key channels
- Ensuring your members understand and share that proposition is key.
 - Provide materials and incentive to members
(Brand awareness/Peer recruitment)
- And of course, recruitment & retention – just like students.
 - Plan for both – must have targets and metrics

What else?

- We need to have a “**culture**” that is open, accessible and inviting.
- We need to understand our “**niche**”. What do we do that no one else can?
- We need to provide a **return on investment** equation. Competition for dollars is tighter than ever, as are competitive forces (other associations, open source and online learning).

Here’s what the newer generation wants:

- a return for membership, including tangible member services (ROI needs to be articulated)
- high levels of accountability
- identifiable career advantages (career focus for resources)
- a sense of professional community (expert network, easily accessible)
- opportunities to serve within the association. (volunteer – tap into expertise and provide opportunities for career development)

Environmental considerations

OCASA's strengths:

- Webinar series is adding strength: tangible product, more member engagement
- Conference is providing a springboard to further activities (i.e. Chairs in GTA are being surveyed for next steps – grass roots initiative)
- Stakeholders relations are quite strong/ representation at provincial level
- E-communications through email reach members, though only opened at industry standard (roughly 25%)
- Members are interested in being involved, particularly those in earlier career building stages
- Provincial network across all colleges/functions
- Leadership

OCASA's Weaknesses/Gaps:

- Recruitment is on the decline / Members are not always our ambassadors
- Awareness is a challenge amongst all admin, including members
- Career value to members is underdeveloped and under-communicated (both online resources and value of OCASA involvement)
- We have not activated our community as an accessible network. Those not on committees don't experience this benefit.
- We don't have a volunteer plan clearly articulated, though we do have a volunteer page
- We lack an updated communications plan that includes good use of the website/social media
- We lack an overall marketing plan – we have parts

OCASA's key threats:

- competition for dollars (fees)
- opposition from within college sector limiting message and endorsement
- large turnover of founding members into retirement

OCASA's opportunities:

- Career development goals of members, particularly newer recruits to system
- Activating the network of members – this is unique offering
- Engaging members into meaningful work and leadership
- Demonstrate value to members in new ways, encouraging recruitment

If we were to focus on three key goals this year, what would they be?

(for discussion purposes only – to get us started)

1. Recruitment
2. Engagement: Activate the network: Develop a plan that encourages members to engage the member network for expertise, advice, connection
3. Brand awareness: Develop a campaign for membership: they should be able to articulate value, and share it with others.
4. Career/professional support: Develop resources/engagement consistent with career development goals

How do we do this?

What resources do we need?

APPENDIX 1

Executive Meeting September 13, 2013

Draft "Road Map", following Executive Meeting

